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MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Occupational Affinity Groups

- REFERENCES :
- (a) Employee Bulletin [redacted] 1 April 1974
  - (b) Memo for DDM&S dtd 1 May 74, subj: Implementation of PASG Actions in the M&S Directorate
  - (c) Memo for Sec/CIA Mgt. Com. dtd 7 May 74, subj: PASG Recommendations
  - (d) Memo for EO/DDA dtd 10 Dec 74, subj: Occupational Affinity Groups

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1. This memorandum is in response to your request for a status report on occupational affinity groups. It describes the action taken by the Office of Personnel.

2. In the Employee Bulletin of 1 April 1974, the Office of Personnel was given the responsibility for reviewing the "Occupational Coding System" and the "Employees Qualification Records System" for the purpose of creating a more precise system for identifying groups of employees with common occupational or functional specialties. We conducted the review and made our recommendations in references b and c.

3. To my knowledge, the "Affinity Groups Proposal" has not been acted on by the Management Committee. Since the proposal requires the assistance of each Career Service, the Office of Personnel has taken no further action pending word from the Management Committee and identification by the Career Services of their requirements.

4. There has not been a total lack of activity in this matter, however. In recent months the Career Services have been working on their Developmental Profiles which are required by the Personnel Development Program (PIP). The sorting of professional positions, which was necessary in order to develop the profiles, also will serve the Career Services in their study of affinity groups. They will be in a better position now to discuss the affinity relationship between occupational categories.

5. As part of the overall review of affinity groups, the OP/Plans Staff hopes to analyze the flow of employees in and out of certain occupational categories. Such analyses should prove useful in assessing intra and inter-Career Service movement for the purpose of establishing common groups. This would be a time-consuming project and its implementation will be contingent on the amount of time the Plans Staff must devote to other priority projects.

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6. The Career Services have implemented many of their "new personnel approaches." They should be ready now to take a look at affinity groups. We are ready to offer assistance whenever requested. However, I believe it is unlikely that the Career Services will initiate any action until the Management Committee acts on our proposal. In view of the Director's interest in this subject, you may wish to suggest that it be placed on the agenda of the Management Committee in the near future.

(Signed) F. W. M. Janney

F. W. M. Janney  
Director of Personnel

Att  
Refs

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OP/P&C/PS  (25 Jun 75)

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DD/A 74-1857

MEMORANDUM FOR: Executive Officer to the Deputy Director for Administration  
SUBJECT : Occupational Affinity Groups

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1. This is in response to your request pertinent to MAG interest in the status of the identification of occupational affinity groups within the Agency.

2. As you fully appreciate, Agency Career Services have been engaged in developing and implementing many new elements in their personnel management programs. Considerable work and action is required by the Career Services if they are to meet their sixteen personnel management responsibilities. Most face a major challenge in ensuring that meaningful career development and management programs are implemented.

3. Career Services must sort their professional positions as they prepare occupational ladders preliminary to any joint effort to discuss the affinity relationship between an occupational category of one Career Service with that of another. Following a determination by each Career Service as to any intra-Career Service occupational affinity grouping, Career Service representatives can then pursue the objective of identifying inter-Career Service affinity groups. In my memorandum of 7 May 1974, to the Secretary, CIA Management Committee, I asked the Committee to solicit the cooperation of the Deputy Directors to identify representatives to assist in pursuit of this objective.

4. Early in 1975 a major report is to be made to the Director informing him of the status of the implementation of the recommendations approved in the PASG Report. Subsequent to the preparation of that report I expect to determine the readiness of the Career Services to participate in identifying occupational affinity groups. Career Services should move toward implementation of the key recommendations in the PASG Report prior to committing their resources to this rather difficult task.

[Redacted Signature Box]

F. W. M. Janney  
Director of Personnel

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ILLEGIB

13 August 1975

MEMORANDUM FOR: Deputy Director for Intelligence  
DCI/EEO  
✓DD/Pers/R&P

SUBJECT : Minority Recruitment--Visit to the Agency by  
Representatives of State Universities

1. In accordance with the Agency Affirmative Action Plan Objective 2, Item 4, and my instructions from the DDI, I have begun to plan for a visit to the Agency by representatives of state universities on 23 and 24 October. The purpose of the visit will be to acquaint them with the mission and functions of the Agency so that they will refer minority applicants to us. Emphasis throughout the two days will be twofold--that we want minority employees, and that we use a wide variety of disciplines in our work.

2. I have done some research into the specific schools that might be invited to send representatives. Unfortunately, the most recent ranking of the quality of academic programs was done by the American Council on Education in 1970. Nonetheless, choosing from its list of schools in the "Distinguished or Strong" and "Good" categories, the same schools show up again and again. Attachment A is a chart that lists 25 schools that ranked well in at least one of five sample disciplines. I found that changing the mix of disciplines did not usefully change the composition of the list, though it might have changed one school's overall position. I suggest that we invite representatives from the asterisked (\*\*) institutions.

3. Attachment B is a draft letter that Mr. Colby would send to the Presidents of the chosen schools. I ask you to review it for content and accuracy so that the DCI can send it out around 1 September. I should have your suggestions in hand by COB 22 August in order to give the DCI a chance to review and sign the invitations.



ILLEGIB

Ref

4. As to the program for the representatives, I have solicited the advice of the Agency EEO panel. They are a multi-directorate group, and should therefore be able to suggest a format that both reflects EEO concerns and involves the entire Agency. In many ways, however, this two-day program is far less important than the follow-up effort. We will need a commitment by each directorate to pursue throughout the following year the leads generated by the October session. This probably means that someone (the A/DDs?) should work out a follow-up program that specifies who will maintain and expand contact, how often, and on what terms. Who should issue the instructions to develop a follow-up program, and who should monitor its implementation?

STAT

  
DDI Coordinator for Academic Relations

Attachments:  
As stated

cc: DDI/MS  
DDI/B&F 

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FACULTY QUALITY\*

** UC Berkeley	1, 2, 3, 4, 5	1 - Economics
** Michigan	1, 2, 3, 4, 5	2 - History
** Wisconsin	1, 2, 3, 4, 5	3 - Political Science
** Minnesota	1, 2, 3, 4, 5	4 - Math
** UCLA	1, 2, 3, 4, 5	5 - Physics
** Illinois	2, 3, 4, 5, (1)	n - Distinguished or Strong
** Indiana	2, 3, 4, (5)	(n) = Good
** North Carolina	2, 3, (1), (4), (5)	
** U of Washington (Seattle)	2, 4, 5, (1), (3)	
** Virginia	2, 4, (1), (3), (5)	
** Texas	2, 5, (3)	
** UC San Diego	4, 5	
Oregon	3, (4), (5)	
U of Iowa (Iowa City)	3, (2)	
Colorado	5, (4)	
** Iowa State (Ames)	5, (1)	
** Michigan State	(1), (2), (3), (4), (5)	
** Ohio State	(2), (3), (4), (5)	
** Penn State	(4), (5)	
** Kansas	(2)	* <u>A Rating of Graduate Programs</u> , American Council on Education, 1970. Based upon a 1969 survey. Privately funded institutions have been excluded from this chart. One hundred thirty institutions were ranked. Thirty-six disciplines were ranked, of which five appear on this chart.
** Maryland	(4)	
** Hawaii	(3)	
UC Riverside	(5)	
Florida	(5)	
Florida State	(5)	

\*\* Schools to be invited

Dear

For some time this Agency has been actively engaged in an effort to increase minority representation among our employees. Although our efforts have been directed broadly across the United States, we find that minority recruitment remains low. This is true even though the general volume of applications to the Agency has never been higher.

Last year we attempted to address this issue by bringing to the Agency representatives of about a dozen small schools with nearly total minority student populations. We presented a series of briefings about the work of CIA and the typical activities of its employees. We divided our visitors into small groups and took them into various elements of our work environment where they could question employees, and we took suggestions from the visitors which have somewhat improved the success of our minority recruitment effort.

This year we have decided to focus our attention on publicly funded institutions with strong graduate programs and large minority student populations. We intend to hold a two-day conference (23 and 24 October) at our Washington headquarters, following much the same kind of agenda that I outlined above. We hope to expand the program to increase visitor contact with employees, and to increase the time allotted for visitors to question Agency officials.

I invite you to nominate three people to represent you at the October seminar. I suggest that one be someone who is concerned

about affirmative action for your institution, one might be a faculty member (minority or not), and one might be a college dean or a placement dean. You might even wish to consider sending a student as one of your representatives. You need not be too concerned about the substantive specialties of your representatives, since the nature of intelligence work requires that we employ people from virtually all of the disciplines represented in the major universities. The only special request that I wish to make is that your representatives be interested in minority employment problems and that they be in a position to reach broad student and faculty audiences.

To clear up final details, we will be pleased to pay travel expenses and per diem for your nominees. In order to facilitate hotel and travel arrangements, may I have their names and Social Security numbers (for audit purposes) by 25 September? My manager for this seminar will be  Coordinator for Academic Relations. Questions about the seminar will be more quickly answered if addressed to him at Room 3E63 at our headquarters.

I feel very strongly about the need for CIA to reflect the diversity of the American society. I hope that our seminar will interest you, and that such contact will strengthen the contribution which we can make to the government.

Sincerely,

W. E. Colby  
Director

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*1 May 1974*

MEMORANDUM FOR: Deputy Director for Management and Services  
SUBJECT : Implementation of PASG Actions in the M&S Directorate  
REFERENCE : Memo to Deputy Directors dtd 19 Apr 74,  
subj: Agency Personnel Objectives

1. Deputy Directors have discretion in deciding how best to implement the several PASG actions, subject to any future guidances provided by the Agency Management Committee. It should be realized, moreover, that implementation of PASG actions must be undertaken in conjunction with anticipated improvements in the PDP and APP systems, since all of these programs are closely interdependent. The M&S Directorate should begin now to inventory prospective actions and establish the responsibilities related to them, while guarding against premature or incomplete approaches to PASG recommendations.

2. The pursuit of the ten Agency personnel objectives should be a priority item. In anticipation of a need for guidance, OP has prepared a paper for early consideration by the Management Committee (Tab A), and I foresee the need for some additional guidance papers to be developed by OP during the coming months. These include: personnel evaluation, career counseling and mobility. (The latter was identified in the PASG Report as a remaining task of OP.)

3. A number of significant actions will be required to satisfy the ten Agency objectives and 16 Deputy Directors' responsibilities. Some are more complicated than others; some will be more time-consuming than others; some will mainly depend on technical advice and information; and some can best be resolved by considering the views of the various components. A step-by-step action plan for accomplishment of the 16 authorities and responsibilities of the Deputy Directors should be undertaken. My thoughts on this for the Management and Services Directorate are presented in Tab B.

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4. The ability of managers to match people and jobs has been held back by fragmentation of career sub-groups and by an inability to identify similar functional specialties in different jurisdictions. The PASG has assigned to the Director of Personnel the responsibility for developing a system to identify occupational affinity groups within the Agency. A proposed method for doing this, which will require the participation of personnel from the components, is attached as Tab C for your consideration.

5. The following is a suggested course of action within the M&S Directorate:

a. Activate the Senior Personnel Resources Board and give it essential responsibility, with appropriate support, for implementing PASG actions.

b. Assign to the Board the initial task of evaluating specific means for carrying out the guidances contained in Reference.

c. The Senior Personnel Resources Board should establish a realistic time schedule for the several actions, giving equal consideration to their relative priority and the time probably required to complete them.

*Signed*  
F. W. M. Janney  
Director of Personnel

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20 APR 1974

A SYSTEM TO IDENTIFY OCCUPATIONAL  
AFFINITY GROUPS IN THE AGENCY

REFERENCE: PASG Memo of 30 November 1973 to DCI

BACKGROUND

Paragraph 8 of referent memorandum directs attention towards ascertaining the feasibility of establishing a computerized system for identifying employee groups having common functions or occupational specialties, i.e., along the lines of a modified Military Occupational Specialty (MOS) System, to:

- a. facilitate quick access to machine stored information about employees with certain qualifications or combination of qualifications, and
- b. permit useful statistical comparisons of individuals in affinity groupings irrespective of location.

Hopefully, the advantages sought by this concept could be achieved by modifying the existing programs relating to the Agency's Occupational Code and Qualifications Records Systems. In this respect, however, referent memorandum recognized the separate and distinct operations of the Agency's Occupational Code System and the Qualifications Record System and the incompatibility and inadequacies of the systems as presently constituted to serve as a fully integrated vehicle to achieve the purposes desired. Similarly, the experience of an early coding structure (mid-1950's) which actually incorporated MOS codes disclosed serious shortcomings to the use. Independent series definitions and updatings by the military services created vexing problems, inconvenience, and confusion in search and retrieval operations. These same incompatibilities which are the result of the different applications of systems among the services are attendant today. Therefore, in determining the feasibility of establishing a system to accomplish the purposes noted above, interest was concentrated on use of the Qualifications Records System.

STAFF AND PROPOSAL

The Qualifications Record System can be utilized to develop and establish "Affinity Groups" which identify employees having common

Page Two

functions, specialties, or qualifications. Conceivably such an arrangement could enable optimal consideration of qualified personnel in response to special requirements of common concern and also, for examining the interchangeability of individuals at given levels of skill, an attribute of the MOS system. Fundamental to this position, however, is the condition that the "Affinity Group" be determined by and based on clearly stated requirements -- the real needs -- in terms of the human knowledge and activity (experience) needed or desired to meet a particular situation or requirement. Given this data and approach, application of the Qualifications Record System could assist in accomplishing a review of all Agency employees deemed to have the desired skill level within a designated "Affinity Group," and presumably be suitable for effectively accommodating various demands.

Tab A and B illustrate hypothetical creation of two (2) "Affinity Groups" which are titled, "Geography/Cartography" and "Computer Science" by selection of specialization codes contained in the Qualifications Record System which were determined to best represent the areas of human knowledge and activity believed necessary or essential for meeting requirements in these functional areas. A listing was obtained from computer tabulations which show employees, regardless of location, who are coded as having substantive knowledge and experience in the special areas intentionally selected for these "Affinity Groups."

Obviously, not all the employees listed need or should be included in the final "Affinity Group." In fact, the size of the initial indexing can be controlled and restricted by citing limiting factors in addition to the specialization codes, e.g., grades, age, education, extent of experience, overseas duty, etc. Caution should, however, be exercised, lest the limitations exclude candidates who might otherwise prove suitable. In the attached hypothesized "Affinity Groups" the additional limiting factor was simply Grade GS-14 and higher.

For purposes of developing the "family" of jobs which could comprise the two (2) "Affinity Groups" at Tabs A and B, reference was made to the Agency's Occupational Code System and selections were taken from its basic and subdivision occupational series. In this context, use of the occupational groupings found in Agency Occupational Code System provided a type of natural association in terms of common functions. However, the paramount aspect in constructing the "Affinity Group" remains careful selection of specialization codes -- areas of human knowledge and activity -- from the Qualifications Record System which are most pertinent to the requirements, and in this manner insure full disclosure of possible qualified candidates.

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The process described to this point produces an initial listing of employees who can be considered when forming an "Affinity Group" (see Listings attached to Tabs A and B). The next essential step is the establishment of specific and defined criteria which will enable the assignment of skill levels within the "Affinity Group". Skill levels which could be adopted are: High-Intermediate-Acceptable-Unacceptable. The standards applicable to each skill level must be determined and assigned to the employees by designated officials who are competent and sufficiently imbued with the knowledge and purposes of the particular "Affinity Group". To effectively assign the skill level, it may be necessary for the designated officials to examine official personnel folders as well as review the data provided in the initial listings.

When the "Affinity Group" has been formed and each member has been assigned a skill level, the Qualifications Record System can be appropriately modified by the addition of designated codes which will represent "Affinity Group" and skill level data. The modification would permit computer input and tabulation call-up of the data pertaining to the established groups. Name listings or statistics for comparison or other purposes could be obtained relevant to group and skill levels, grades, locations, etc., and thereby greatly assist in management considerations and determinations with respect to assignments, training needs, and recruitment justification.

#### SUMMARY AND RECOMMENDATIONS

It is anticipated that the specialization codes currently contained in the Qualifications Record System will adequately respond to requirements necessary or desired in forming an "Affinity Group". If necessary, however, a specialization code can be revised or a new one devised to accommodate a requirement. The proposal described above does necessitate the services of officials of competence to determine the areas and purposes of affinity groupings, the associate qualifying requisites, and conveyance of membership. This is considered essential to insure a relevance and validity of purpose. Personnel of the Qualifications Analysis Branch are, of course, available to assist in the structuring and implementation of the proposal. It is, therefore, recommended that the objectives of paragraph 1. a and b above be accomplished by utilization and modification of the Qualifications Record System as cited above.

  
Chief, Control Division

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Attachments

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TAB A

AFFINITY GROUP: Geography/Cartography

Family	Agency Occup. Code
Geographer-Cartography	0150.02
Intel Officer - Cartography	0150.03
Intel Officer - Geography	0150.04
Cartographer	1370.01
Photogrammetric Analyst	1370.02
Photogrammetric Technician	1370.04
Cartographic Technician	1371.01

QAB Specialization Fields

QAB Specilization Codes

Geography	JP00-JP68
Geography, General	JP00
Desert Geography	JP04
Economic Geography	JP06
Military Geography	JP10
Physical Geography	JP12
Tropical Geography	JP18
Urban Geography	JP20
Latin American Geography	JP22
Mid East Geography etc.	JP28
Western Hemisphere Geography etc.	JP68
Cartography, General	JV00
Cadastral Surveying	JV02
Hydrography	JV12
Photomapping	JV18
Topographic Drafting	JV26
Computer mapping etc.	JV31
Cartographic Illustration	JV76

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVEL:

----GEOGRAPHY/CARTOGRAPHY AFFINITY GROUP

- HIGH
- INTERMEDIATE
- ACCEPTABLE
- UNACCEPTABLE

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TAB B

AFFINITY GROUP: Computer Science

Family	Agency Occup. Code
Computer Science Advisor	1520.03
Computer Systems Administrator	0330.01
Computer Systems Manager	0330.02
Computer Operations Manager	0330.03
Computer Operations Supervisor	0332.01
Computer Operator	0332.02
Peripheral Equip Operator Supvsr.	0332.05
Peripheral Equip Operator	0332.06
Computer Systems Analyst	0334.01
Computer Programmer	0334.02
Computer Specialist	0334.03
Computer Equipment Specialist	0334.04
Computer Systems Analyst-Programmer	0334.05
Systems Programmer	0334.06

QAB Specialization Fields

QAB Specialization Codes

Computer Science	HA20
EDP/ADP Systems	FD20
Systems Analysis/Design	FD22
EDP/ADP Programmer	FD24
EDP/ADP Peripheral Equipment	FD32

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVELS:

-----COMPUTER SCIENCE AFFINITY GROUP

- HIGH
- INTERMEDIATE
- ACCEPTABLE
- UNACCEPTABLE

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